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## TEMPLATE OF CROSS-LITERATURE REVIEW RESULTS

### *beFORE - Becoming-Oriented Entrepreneurs in universities and companies*

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for top publications presenting core foresight and entrepreneurial competences excluding domestic publication  
Analysis of at least 10 publications

We would like to direct your attention that filling the last page in this questionnaire is obligatory

**Guidelines:** The aim of this template is to identify core foresight and innovation/entrepreneurship competences in relation to knowledge, skills and social competences that a future-oriented manager should possess. The source of data for the analysis are key books in the field and the other printed works on foresight and entrepreneurship (even popular-scientific studies), as well as peer review articles coming from leading journals such as *Technological Forecasting and Social Change*, *Futures*, *Long Range Planning*, to name but a few. Each partner involved in the task (universities) is free to select at least ten articles/books on the subject matter. The partners are also free to add any relevant articles/books. In the first place, we suggest to work on the publications which deal with the convergence among futures studies, entrepreneurship and innovation. In case of difficulty with the identification of core foresight and innovation/entrepreneurship competences in these sources, we suggest to work on the articles/books from three fields of expertise (namely foresight, entrepreneurship and innovation) separately.

<b>The authors with affiliations</b>	Michael H. Morris, Justin W. Webb, Jun Fu, Sujata Singhal; Oklahoma State University
<b>Title of the publication</b>	A Competency-based perspective on entrepreneurship education: conceptual and empirical insights
<b>Journal title*</b>	Journal of Small Business Management
<b>Number of journal*/year of publication/pages</b>	51(3) / July 2013 / 352-369
<b>Database of the scientific article's retrieval*</b>	EBSCO
<b>Keywords (or phrases)by which the publication was identified</b>	Entrepreneurial competencies
<b>Main keywords/phrases of the publication</b>	Entrepreneurship, business education, business students, empirical research, outcome-based education, global studies
<b>Core foresight and entrepreneurial competences</b>	Entrepreneurial competencies: opportunity recognition, opportunity assessment, risk management/ mitigation, conveying a compelling vision, tenacity/ perseverance, creative problem solving/ imaginativeness, resource leveraging, guerilla skills, value creation, maintain focus yet adapt, resilience, self-efficacy, building and using networks
<b>Convergence among futures studies and entrepreneurship</b>	Although foresight was not mentioned in the paper, some of the entrepreneurial competencies identified in the study may be supported by foresight activities. There are most of all: opportunity recognition described as "the capacity to perceive changed conditions or overlooked possibilities in the environemnt that represent potential sources of profit or return to a venture", opportunity assessment that is "ability to evaluate the content structure of opportunities to accurately determine their relative attractiveness" and mainatin focus yet adapt skill which stands for "ability to balance an emphasis on goal achievement and the strategic direction of the organization while addressing the need to identify and pursue actions to improve the fit between an organization and developments in the external environment". <i>e.g.the application of foresight in the enterprise increases entrepreneurial activities</i>
<b>Convergence among futures studies and innovation</b>	- <i>e.g.the application of foresight in the organization increases innovation capabilities</i>
<b>Convergence among futures studies and entrepreneurship and innovation</b>	- <i>e.g.strategic capacity of the organization in a result of convergence among futures studies and entrepreneurship or innovation</i>



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<p><b>Main highlights of the article (in bullets, up to 2500 characters including spaces)</b></p>	<ul style="list-style-type: none"><li>- Entrepreneurial competencies should be distinguished from general managerial skills. Although both are essential for entrepreneurs, it is important to identify which of them are specific to the new venture creators and developers (this applies to small start-ups as well as to large companies diversifying their businesses or product portfolios).</li><li>- Competencies should not be mistaken for personal traits. They may be influenced by traits, as well as cognition, but represent observable and measurable knowledge, behaviors, attitudes, and skills that are instrumental in task performance and can be developed (and, thus, taught).</li><li>- Many authors list and classify entrepreneurial competencies, but seldom their claims are supported by any empirical evidence.</li><li>- By the means of a delphi study conducted among successful entrepreneurs and academic entrepreneurship lecturers, a core set entrepreneurial competencies (and not general managerial skills) was identified and agreed upon.</li><li>- A self assessment tool was developed in order to measure progress in the course of entrepreneurial education. The tool was validated before and after a six-week study abroad program on entrepreneurship. Participating students have improved on 9 from 13 competencies.</li></ul>
<p><b>Other observations or comments</b></p>	<p><a href="#">Click here to enter OTHER OBSERVATIONS OR COMMENTS</a></p>

\*Fill the following fields for the articles exclusively